



Agenda

- Budgeting for Outcomes Update
- Ranked Offers by Priority
- Capital Project Planning
- 5 Year Operating Financial Plan
- Balancing

BFO Process Update

- Where We Are Now
 - Priority Teams reviewed, scored and ranked offers
 - Budget Committee prepared preliminary capital budget recommendation
- Next Steps
 - Priority Teams make funding recommendations to Budget Committee
 - Budget Committee balances Recommended Budget

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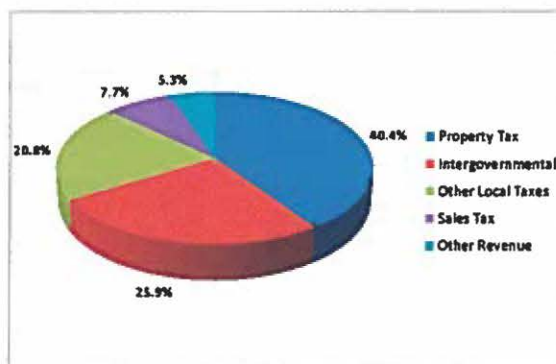
Summary – February 2nd

Priority	FY 16 Offer Total Including Incremental Requests	Change from FY 15 Base
Economy	\$1,236,672	(\$76,384)
Education and RCPS	\$77,359,609	\$1,230,126
Good Government	\$17,846,615	\$1,244,343
Human Services	\$36,625,124	\$1,521,615
Infrastructure	\$21,697,570	\$2,713,140
Livability	\$15,896,324	\$1,033,866
Safety	\$64,764,321	\$508,978
Outside Agencies	\$6,821,245	\$667,036
Budget Committee Review	\$5,166,899	\$2,510,850
Reserved Allocation	\$27,403,775	\$3,506,713
TOTALS:	\$274,818,154	\$14,860,283
Price of Government:	\$264,821,000	N/A
Variance	(\$9,997,154)	N/A

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Revenue Estimate by Major Category Fiscal Year 2016

	(In Millions)
Property Tax	\$ 107.6
Intergovernmental	69.1
Other Local Taxes	55.3
Sales Tax	20.5
Other Revenue	14
Total	\$ 266.5



Growth of 2.4% when comparing FY16 estimate to the FY15 adopted budget

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\$6.3 Million Increase in FY16 Revenues over FY15 Adopted Budget

	FY15 Adopted	FY16 Estimate as of 2/2/15	\$ Growth/ (Decline) from 2/2/15 Estimate	FY16 Estimate as of 3/2/15	\$ Growth/ (Decline) from FY15 Adopted Budget
General Property Tax	\$106,079,000	\$ 107,451,000	\$ 1,372,000	\$ 107,601,000	1,522,000
Other Local Taxes	73,603,000	74,967,000	1,364,000	75,754,000	1,951,000
Permits Fees and Licenses	1,136,000	1,195,000	59,000	1,195,000	59,000
Fines and Forfeitures	1,276,000	1,259,000	(17,000)	1,259,000	(17,000)
Revenue from Use of Money/Property	185,000	181,000	(4,000)	181,000	(4,000)
Health and Welfare Funding from Commonwealth	27,910,000	29,152,000	1,242,000	29,070,000	1,160,000
Other Funding from Federal and State	38,728,000	39,328,000	600,000	40,008,000	1,280,000
Charges for Services	8,141,000	8,159,000	18,000	8,261,000	120,000
Internal Services	2,285,000	2,505,000	220,000	2,520,000	235,000
Other Revenues	604,000	646,000	42,000	649,000	45,000
Total General Fund Revenues	\$260,147,000	\$ 264,821,000	\$ 4,674,000	\$ 266,478,000	\$ 6,331,000

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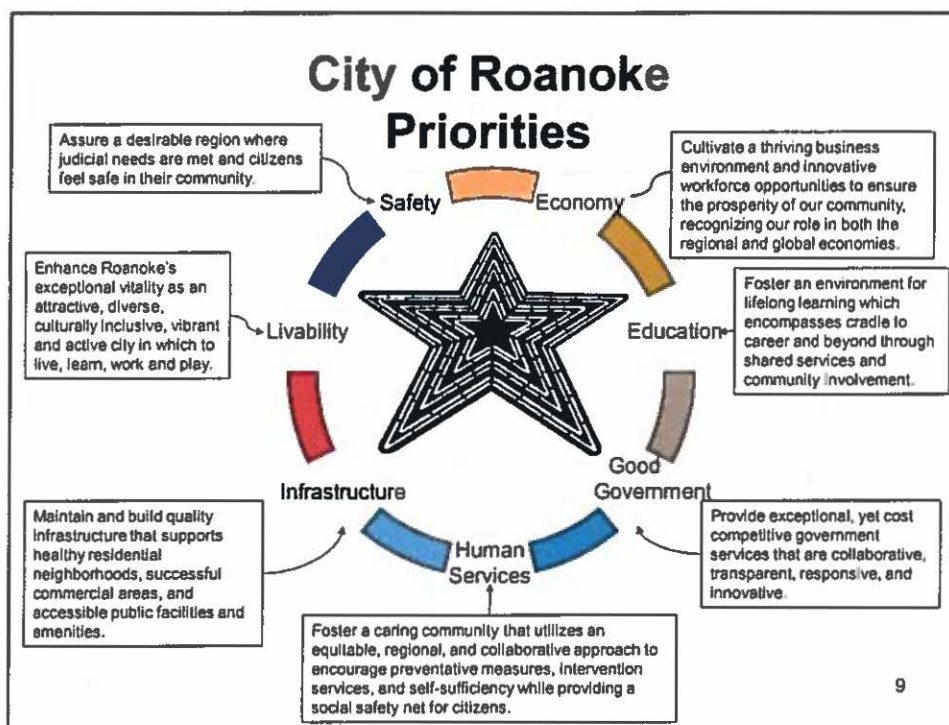
FY16 School Funding over FY15 Adopted Budget

Category	Adopted Budget FY 2015	2/2/15 Revised Estimate FY 2016	\$Growth (Decline) from 2/2 Estimate	3/2/15 Revised Estimate FY 2016	\$Growth (Decline) from Adopted FY 15 Budget	FY16 Revised vs FY15 Adopted Estimate % Difference
Local Tax Estimate	\$ 179,882,000	\$182,418,000	\$ 937,000	\$ 183,355,000	\$ 3,473,000	1.9%
Personal Property Tax Relief Provided by Commonwealth	8,076,000	8,076,000	-	8,076,000	-	0.0%
Total Revenue Subject to Sharing with Schools	187,958,000	190,494,000	937,000	191,431,000	3,473,000	1.8%
Deduct Dedicated Taxes:						
Service District Taxes - Downtown and Williamson Road Districts	659,000	659,000	-	659,000	-	0.0%
Local Taxes Dedicated to Regional Tourism Marketing	485,000	533,000	-	533,000	48,000	9.9%
Local Taxes Dedicated to Ivy Market Performance Agreement	120,000	120,000	-	120,000	-	0.0%
Local Taxes Dedicated to Home Depot Performance Agreement	150,000	-	-	-	(150,000)	-100.0%
Local Taxes Dedicated to Cambria Suites Performance Agreement	200,000	200,000	-	200,000	-	0.0%
Total Deductions	1,614,000	1,512,000	-	1,512,000	(102,000)	-6.3%
Adjusted Revenue Subject to Sharing with Schools	186,344,000	188,982,000	937,000	189,919,000	3,575,000	1.9%
Percentage Allocated to Schools	40.00%	40.00%	40.00%	40.00%	40.00%	
Funding of Schools	\$ 74,537,600	\$ 75,592,800	\$ 374,800	\$ 75,967,800	\$ 1,430,000	1.9%

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The Vision

The City of Roanoke is a safe,
caring and economically vibrant
community in which to live, learn,
grow, play and prosper.



Education

	Team Reviewed Offer Total	Change from FY15 Base
Roanoke City Public Schools	\$75,967,600	\$1,430,000
Library Core Community Services	1,293,217	28,405
Library Services to K-12	188,628	3,392
Library Early Literacy Services	178,596	4,293
Summer Reading Camp	20,832	0
Youth Services Initiative	25,000	25,000
TOTALS	77,673,873	1,491,090

Safety

	Team Reviewed Offer Total	Change from FY15 Base
Police Patrol	\$11,347,782	\$59,500
Building Safety	658,711	3,845
Traffic Signals	640,442	0
Fire Prevention/ Inspection/ Investigation Division	477,850	0
Police Investigation and Support	4,459,301	40,000
Signs and Pavement Markings	664,092	0
Jail Operations	13,421,641	106,127
Emergency Management	106,255	0
Police Academy	551,250	13,576
Police Administration	2,176,286	24,252

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Safety (continued)

	Team Reviewed Offer Total	Change from FY15 Base
Fire and Emergency Medical Services Operations	\$16,265,682	\$78,651
- Specialty Team Salary Supplement	70,560	70,560
- Part-Time Ambulance Staffing	129,180	129,180
DARE Program	207,264	0
Street Lighting	1,133,989	0
Sheriff's Office Operations	3,322,382	11,842
911 Operations	2,881,996	3,538

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Safety (continued)

	Team Reviewed Offer Total	Change from FY15 Base
City Prosecutors	\$1,653,090	\$4,170
Police School Resource Officer	534,114	0
Drug Prosecutor	55,375	6,930
Police Community Integration and Service Enhancements (Body cameras)	\$35,926	35,926
Fire-EMS Training Division	518,464	0
Fire/EMS – Support and Administration Services	694,338	1,979
Administrative Support of Juvenile & Domestic Relations District Court	31,489	0
Police Animal Control & Protection Unit	376,593	(3,468)
Roanoke City Victim Witness Program	38,701	0

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Safety (continued)

	Team Reviewed Offer Total	Change from FY15 Base
Office of the Magistrate	\$6,510	\$0
Administrative Support of Roanoke City General District Court	27,860	117
Residential Juvenile Detention Services	947,515	26,849
Support Circuit Judges	559,711	0
Roanoke Emergency Medical Services (REMS)	100,000	0
TOTALS	64,094,349	613,574

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Human Services

	Team Reviewed Offer Total	Change from FY15 Base
Benefit Programs Division	\$5,202,394	(\$77,368)
Social Services – Family Services Division	14,910,836	375,035
- Prevention Services – FT Family Services Specialist	25,471	25,471
- Foster Care Prevention Outstationed Positions	90,782	90,782
Employment Services Programs	1,577,020	(11,089)
Comprehensive Services Act	10,889,993	979,000
Outreach Detention/ Electronic Monitoring	257,219	0
Youth Haven	522,487	1,140
- Restoration of Building Expense at Youth Haven	56,859	56,859

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Human Services (continued)

	Team Reviewed Offer Total	Change from FY15 Base
Human Services Support	\$119,808	\$0
Resource Parent Training	189,531	0
Homeless Assistance Team HUD Grant – Match	45,320	0
Probation, Parole and Intake Services	77,165	(828)
Social Services – Administration	2,456,104	23,171
Enhanced Community Services (VJCCCA)	72,154	0
Substance Abuse Counselor (VJCCCA)	55,226	0
TOTALS	36,548,369	1,462,173

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Infrastructure

	Team Reviewed Offer Total	Change from FY15 Base
Bridge Safety Inspection Program	\$292,811	\$0
Bridge Rehabilitation and Renovation	642,367	0
Street Maintenance	1,100,338	0
Paving Program	3,952,267	651,000
Fleet Maintenance and Repair	2,504,886	0
Technology Infrastructure Support	1,863,954	0
Facilities Management - City Utilities and Work Order Management	1,073,289	15,901
Facilities Management - Mechanical (Electrical, Plumbing & Welding)	726,482	43,500
Fleet Motor Fuel	71,639	0

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Infrastructure (Continued)

	Team Reviewed Offer Total	Change from FY15 Base
Facilities Management - Contracts & Service Agreements	\$627,402	\$193,000
Snow Removal	218,033	100,000
Facilities Management - HVAC	724,158	166,500
Radio Technology Support	644,452	11,906
Development Review & Inspection	288,281	0
Sidewalk Repair & Maintenance	461,859	150,000
Facilities Management - Structural Maintenance	724,170	75,450
Geographical Informations Systems	373,494	41,048
Capital Project Management Services	697,278	0
Facilities Management - Municipal Complex Maintenance	587,203	15,722

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Infrastructure (Continued)

	Team Reviewed Offer Total	Change from FY15 Base
Berglund Center HVAC Required Frequency Preventive Maintenance Measures	\$52,812	\$0
Environmental Compliance and Best Management Practice	234,554	0
Median and Right of Way Landscape Maintenance	1,296,388	0
Facilities Management - Custodial Services: Cleaning of City Facilities	694,004	12,114
Facilities Management - Custodial Services: Additional Personnel for Police Academy	24,202	24,202
Central Business District Sealed Compactor Program	230,215	195,339
Map and Graphics Production	94,569	0
SWM Containers and Distribution	128,868	38,337

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Infrastructure (Continued)

	Team Reviewed Offer Total	Change from FY15 Base
Alley Maintenance	\$424,830	\$0
Fleet Vehicle Wash Program	42,969	0
Library Technology and Innovation	32,100	9,500
Stormwater Permitting - General Fund	98,378	0
Total	\$20,928,250	\$1,743,519

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Good Government

	Team Reviewed Offer Total	Change from FY15 Base
Real Estate Taxation	\$1,710,356	\$23,217
Personal Property Tax Administration and Motor Vehicle License	859,316	0
Other Local Trust Taxes	139,690	0
Accounts Receivable Billing and Collections Services	426,208	55,211
Collections Specialist	51,871	51,871
Permit Center	258,944	0
Miscellaneous Revenue Collections and Administration	108,261	3,240
Payroll	268,309	0

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Good Government (Continued)

	Team Reviewed Offer Total	Change from FY15 Base
Accounts Payable	\$281,661	\$0
Set Off Debt Collection Program	49,056	0
Business Applications Support	1,399,778	15,610
Business License Taxation	325,714	1,810
Taxation Programs Commonwealth of Virginia	181,045	0
Human Resources - Salary Administration	202,701	0
Budget Development	275,730	(3,200)
Risk Management and Worker's Compensation Administration	808,126	43,948
Retirement Plans Administration	515,502	11,315
Procurement Services	374,832	4,479

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Good Government (Continued)

	Team Reviewed Offer Total	Change from FY15 Base
Cash Management and Investment Services	240,589	0
Human Resources - Employment Services	292,401	1,500
Budget Administration	137,330	0
Human Resources - Benefits Administration	865,375	83,950
Legal Counsel	944,844	5,000
Contract Management Services	87,978	0
Fund Accounting & Financial Reporting	575,876	0
Auto and General Liability Claims Administration	60,622	0
Leadership, Management and Oversight	833,470	0
Conduct of Elections - Local/State/Federal	235,821	0

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Good Government (Continued)

	Team Reviewed Offer Total	Change from FY15 Base
Safety Training/Loss Prevention and Control	\$56,463	\$0
Capital and Financial Planning	204,372	0
Handle Collection of Court Costs and/or Fines for the Roanoke City Courts	84,752	0
Human Resources - Organization Development	529,781	87,766
Performance Auditing	504,858	0
Circuit Court Clerk Performance of State Mandated Duties	1,570,788	0
Board of Equalization	11,501	0
Dog Licensing	32,576	10,774
Voter Registration Services	116,374	0

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Good Government (Continued)

	Team Reviewed Offer Total	Change from FY15 Base
Technical support and administrative services to Constituents	\$452,141	\$4,700
City Council	252,237	10,085
Provide Management, General Administrative, and Departmental Support Services	164,324	1,800
Coordinate Annual Independent Audit of City CAFR	157,595	0
Website Maintenance	10,524	0
Travel Policy Administration	27,854	0
Fraud, Waste and Abuse Hotline	24,115	0
Public Information: Make City News Accessible and Promote the City of Roanoke	148,872	0
RVTV: Roanoke Valley Television	218,440	0
Total	\$17,078,973	\$413,076

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Livability

	Team Reviewed Offer Total	Change from FY15 Base
Planning and Urban Design Services	\$970,436	\$0
Traffic Engineering, Transportation Planning, and Project Management	537,800	0
Books and Materials	595,294	0
Books and Materials Supplemental Request	25,000	0
Code Enforcement	1,095,234	0
Athletics	739,198	3,428
Landscape Management	983,123	10,353
Park Management	913,615	16,710
Urban Forestry	850,071	3,428
Community Recreation	495,413	9,037

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Livability (continued)

	Team Reviewed Offer Total	Change from FY15 Base
Neighborhood Library Services	1,170,499	300
Expand Library Operational Hours - Supplemental	75,000	75,000
Outdoor Education	559,701	3,428
SWM Recycling Collection	540,425	3,000
Youth Development	582,757	7,203
Central Business District – Curbside Solid Waste Collection	75,860	(65,344)
SWM Trash Collection	3,056,508	8,825
SWM Collection Inspectors	195,064	1,200

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Livability (continued)

	Team Reviewed Offer Total	Change from FY15 Base
HUD General Administration and Internally- Operated Housing Programs	25,750	0
SWM Physically and Topographically Challenged Solid Waste Collection Services	175,103	(4,398)
SWM Bulk Collection	729,514	19,200
Community Sustainability Programming	218,198	3,000
SWM Brush Collection/Leaf Collection	410,383	5,000
SWM Operations (Call Center)	94,679	0
TOTALS	15,114,625	99,370

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Economy

	Team Reviewed Offer Total	Change from FY15 Base
Business and Workforce Development	\$937,085	\$0
Broadband Authority	77,025	77,025
Performance Agreement	0	(150,000)
Asset Development for the Economy	110,240	0
Asset Promotion for Economic Development	66,878	0
Asset Development for Economy and Education – Roanoke Arts Commission	26,924	0
Percent (%) for the Arts	18,521	0
TOTALS	1,236,673	(72,975)

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Budget Committee Review

	Offer Total	Change from FY15 Base
Technology Capital	\$1,100,000	500,000
Radio Capital	461,611	0
Fleet Capital	2,671,137	1,057,887
TOTALS	\$4,232,748	\$1,557,887

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Outside Agencies

	Requested Offer Total	Change from FY15 Base
Blue Ridge Behavioral Healthcare	\$639,523	\$190,633
Convention and Visitors Bureau	\$1,600,125	\$144,750
Market Building Support	\$300,000	\$150,000
Roanoke Community Garden Association	\$25,000	\$15,000
Center in the Square	\$342,990	\$57,230
City of Salem NCAA Championship	\$2,800	\$0
Council of Community Services	\$20,000	\$20,000
DRI – Special Event Coordination	\$135,000	\$0
Health Department	\$1,475,000	\$0
Human Services Committee	\$409,052	\$0
LEAP	\$25,000	\$25,000
Mill Mountain Zoo	\$33,120	\$0
Miss Virginia Pageant	\$9,600	\$0

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Outside Agencies – (Continued)

	Requested Offer Total	Change from FY15 Base
Mountain View Humane	\$20,000	\$20,000
Regional Center for Animal Care and Protection	\$823,270	\$0
Roanoke Arts Commission	\$269,220	\$0
Roanoke Regional Partnership	\$214,916	\$10,730
Roanoke Regional Small Business Development Center	\$12,500	\$2,500
Roanoke Valley Greenway Commission	\$42,310	\$1,300
Roanoke Valley Horse Show	\$3,600	\$0
Roanoke Valley Sister Cities	\$10,800	\$0
Roanoke Valley Transportation Planning Organization	\$14,837	\$14,837
Taubman Museum	\$95,000	\$25,000
Total Action for Progress	\$160,000	\$0
Virginia Amateur Sports	\$60,000	\$4,000

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Outside Agencies – (Continued)

	Requested Offer Total	Change from FY15 Base
Virginia Cooperative Extension	\$84,899	\$17,632
Virginia Western Community College	10,303	(276)
Western Virginia Education Classic	3,600	0
TOTALS	\$6,841,965	\$698,336

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Reserved Allocations

Transfer to Schools	\$75,967,600
Transfer to Debt Service	\$13,008,123
Personnel Lapse (Salary, FICA, Retirement)	(\$2,078,633)
Budget Contingency	\$1,297,566
Other (Medical, Dental, Affordable Care Act, Civic Center Subsidy, GRTC Subsidy, Stormwater Utility, W/C, Misc Contingencies, Reserves, Line of Duty, District Taxes, CCAP)	\$15,645,019
Budgeting for Outcomes Contingency	\$250,000
TOTAL:	\$104,089,675

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Summary

	Team Reviewed Offer Total	Change from FY 15 Base
Education and RCPS	\$77,673,873	\$1,491,090
Safety	64,094,349	613,574
Human Services	36,548,369	1,462,173
Infrastructure	20,928,250	1,743,519
Good Government	17,078,973	413,076
Livability	15,114,625	99,370
Economy	1,236,673	(72,975)
Outside Agencies	6,842,965	698,336
Budget Committee Review	4,232,748	1,557,887
Reserved Allocation	28,122,075	4,404,586
TOTALS	271,872,400	12,410,636
Revenue Estimate – March 2	266,478,000	
Variance	(5,394,400)	

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Capital Project Planning

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Capital Project Planning

- Maintain Current Capital Assets
- Infrastructure Investment for Livability and Economic Development
 - Bridge Renovation/Replacement
 - Curb, Gutter and Sidewalk
 - Streetscape Projects
 - Storm Drains
 - Civic Center
 - School Maintenance
- Targeted Livability Investments
 - Parks and Recreation Master Plan
 - Libraries

Investments made within parameters of debt policy.

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Debt Issuance Planning FY 2016-2020

Project	2016	2017	2018	2019	2020	Total
RCPS	\$ 8,500,000	\$ 5,000,000	\$ 5,000,000	\$ 5,000,000	\$ 5,000,000	\$ 28,500,000
Bridge Renovation	5,650,000	6,900,000	3,100,000	3,250,000	4,500,000	23,400,000
Library Master Plan	3,577,000	2,845,000	2,769,000	550,000	5,000,000	14,741,000
P&R Master Plan	1,000,000	2,500,000	2,500,000	2,500,000	2,500,000	11,000,000
Civic Center	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	7,500,000
Stormwater management	1,920,000	1,120,000	1,120,000	1,120,000	1,120,000	6,400,000
Curb, Gutter and Sidewalk	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000
Street Scapes	500,000	500,000	500,000	500,000	500,000	2,500,000
Fire Facility Master Plan	-	-	810,000	5,400,000	645,000	6,855,000
911 Center	-	-	-	1,500,000	10,000,000	11,500,000
Passenger Rail Infrastructure	2,500,000	-	-	-	-	2,500,000
Total	\$ 26,147,000	\$ 21,365,000	\$ 18,299,000	\$ 22,320,000	\$ 31,765,000	\$ 119,896,000
Debt Ratio	8.81%	8.46%	8.69%	8.61%	8.78%	

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FY 2016 One-Time Funding

Funding	Amount
Excess Debt Service Funding	\$914,379
TOTAL FUNDING	\$914,379
Capital Contribution/Other Commitments	
Virginia Museum of Transportation (3rd of 5 installments)	100,000
Jefferson Center (3rd of 5 installments)	100,000
YMCA of Roanoke Valley (4th of 5 installments)	100,000
TOTAL COMMITMENTS	\$300,000
Infrastructure/Match Needs	
One-Time Operational Needs	582,179
Percent(%) for Art	32,200
TOTAL INFRASTRUCTURE/MATCH NEEDS	\$614,379
TOTAL	\$914,379

Note:

\$125k appropriated in capital project account for Arts Endowment

\$125k available in Capital Project Contingency for Arts Endowment

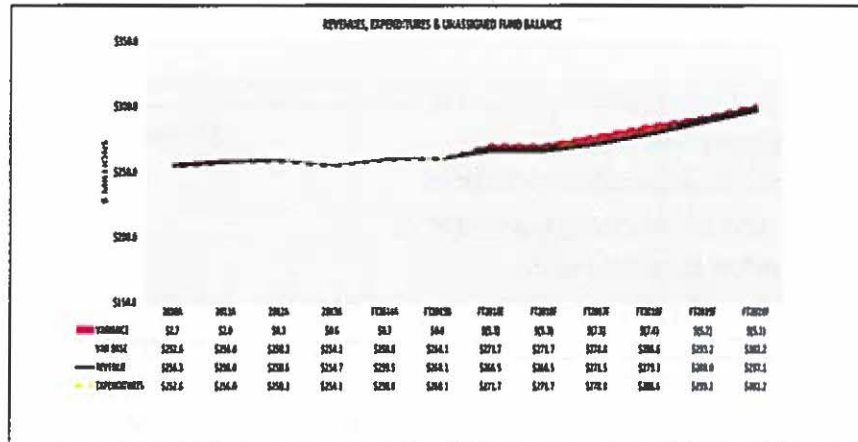
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One-Time Needs

Voting Equipment	\$430,571
Clerk of Circuit Court scanning projects	54,500
Police "On Body" Cameras	170,425
Park Maintenance	130,000
Weatherize Roanoke	35,000
Digital Radio Test equipment	73,453
Arts Commission	40,000
Transportation Equipment, Light Pole Replacements, Signal Controls, Downtown System Retiming	1,055,000
13 th Street Project	300,000
Citizen Survey	30,000

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5-Year Forecast



- Real Estate Tax: 1% in FY17, 2% in FY18, 3% in FY19, 20
- Personal Property: 2% growth/year
- Meals Tax: 4% growth/year
- Other Revenues: 3.5% growth/year
- Operating Expenditures: 1.5% growth/year
- Compensation: 2% growth/year

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Reconciliation

February 2 Offer Total	\$274,818,154
Team Reductions	(3,254,557)
One-Time	(867,606)
Adjustments	996,736
March 2 Offer Total	271,872,400
March 2 Revenue Estimate	266,478,000
March 2 Variance	(\$5,394,400)

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Balancing

	Gross	Net
Budgetary Gap		(\$5,394,400)
Additional expenditure reductions		(???)
Additional base revenue increase		???
Revenue Enhancements:		
• Meals Tax Increase (1%)	\$2,814,000	\$1,688,400
• Motor Vehicle License Tax Increase (\$1)	\$102,000	\$61,200
• Real Estate Tax Increase (\$0.01)	\$650,000	\$390,000

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Council Discussion:

FY 2015-2015 Balancing
Draft CIP and Capital Plan

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Next Steps

- **Priority Teams**
 - Make final funding recommendations to Budget Committee
- **Budget Committee**
 - Receive final recommendations from Priority Teams
 - Balance Recommended Budget
 - Prepare Capital Plan recommendation
- **March 16th Briefing**

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Operating and Capital Budget Development Next Steps

- Council Briefing – March 16, 2015
- Council Briefing – April 6, 2015
- Recommended Budget Presentation – April 20, 2015
- Public Hearing – April 20, 2015
- Council Briefing/Budget Study – May 4, 2015
- Budget Adoption – May 11, 2015

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